

OPPORTUNITY PROFILE:

EXECUTIVE DIRECTOR

APPALACHIAN REGIONAL COMMISSION

EXECUTIVE SUMMARY

The **Appalachian Regional Commission** (ARC), structured as a Federal-State-Local government partnership, is a regional economic and community development organization focused on closing the economic gap between Appalachia and the rest of the nation. The Commission receives an annual federal appropriation for administrative and grant making purposes. ARC is seeking an exceptionally qualified individual to serve as the Executive Director, a non-federal position, in its Washington DC headquarters.

ARC is a grant making organization and is seeking a high energy, innovative, results driven leader who is an exceptionally skilled relationship builder. The Executive Director must possess significant experience in rural economic development and be an inclusive, collaborative, conciliative leader. Prior experience working with diverse business, government, and community stakeholders required. The Executive Director leads the administrative, programmatic, and fiscal management of ARC ensuring the organization's structure, budget, and programs support the Commission's strategic investment plan. Working with the Federal and State partners, this position manages critical operations that provide development and growth opportunities for communities in the Region and seeks to support continuing development of industries and markets that will provide a self-sustaining economy.

**THE APPALACHIAN REGION**

The Appalachian Region includes all of West Virginia and parts of Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia. The Region is home to

more than 25 million people and covers 420 counties and almost 205,000 square miles. Forty-two percent of the Region's population is rural, compared with 20 percent of the national population. The Region extends more than 1,000 miles from southern New York to northeastern Mississippi.

The Appalachian Region's economy, once highly dependent on mining, forestry, agriculture, chemical industries, and heavy industry, has become more diversified in recent times, and now includes manufacturing and professional service industries. Appalachia has come a long way in the past five decades: its poverty rate, 31 percent in 1960, was 16.3 percent over the 2013-2017 period. The number of high-poverty counties in the Region (those with poverty rates more than 1.5 times the U.S. average) declined from 295 in 1960 to 98 over the 2013-2017 period.



These gains have transformed the Region from one of widespread poverty to one of economic contrasts: some communities have successfully diversified their economies, while others still require basic infrastructure such as roads and water and sewer systems. The contrasts are not surprising considering the Region's size and diversity.

ARC OVERVIEW

ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia.

Established by an act of Congress in 1965, the Appalachian Regional Commission (ARC) is a regional economic development agency that represents a partnership of federal, state, and local government. Local participation is provided through multi-county local development districts.

ARC MEMBERS, PARTNERS, AND STAFF

ARC's structure was designed to ensure an active Federal-State-Local partnership. There are 14 Commission members: the governors of the 13 Appalachian states and a federal co-chair. The federal co-chair is appointed by the president and is subject to Senate confirmation. Each year the 13 governors elect one of their own to serve as states' co-chair of the Commission.

Each governor appoints an alternate, who oversees the state's ARC program and serves as the state-level contact for those seeking ARC assistance. The states' interests at ARC/Washington are handled by the states' Washington representative, who is hired by the states.

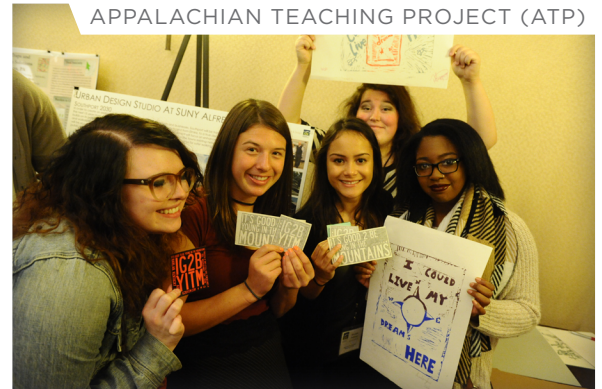
Grassroots participation at the local level is provided through local development districts, multi-county agencies with boards made up of elected officials, businesspeople, and other local leaders.

The Commission staff is headed by an executive director. The staff of approximately 50 people consists mostly of program and grant analysts, researchers, and associated support positions. The staff implements the program and policies determined by the federal-state partners. The Commission's administrative costs are shared equally by the federal and state governments.

ARC is funded by an annual Congressional appropriation for administrative and grant making purposes. The FY 2020 appropriation was \$175 million.



SUMMER STEM PROGRAM



APPALACHIAN TEACHING PROJECT (ATP)



US 58 ALT — RUSSELL COUNTY, VA



ATP CAPSTONE SYMPOSIUM

GROWTH & IMPACT

In 2013, the Commission's annual appropriation was \$65 million; in 2020, the amount is almost triple at \$175 million. Each year ARC provides funding for several hundred investments in the Appalachian Region, in areas such as business development, education and job training, telecommunications, infrastructure, community development, housing, and transportation. These projects create thousands of new jobs; improve local water and sewer systems; expand access to health care including return to work challenges relating to substance abuse; assist local communities with strategic planning; and provide technical and managerial assistance to emerging businesses.

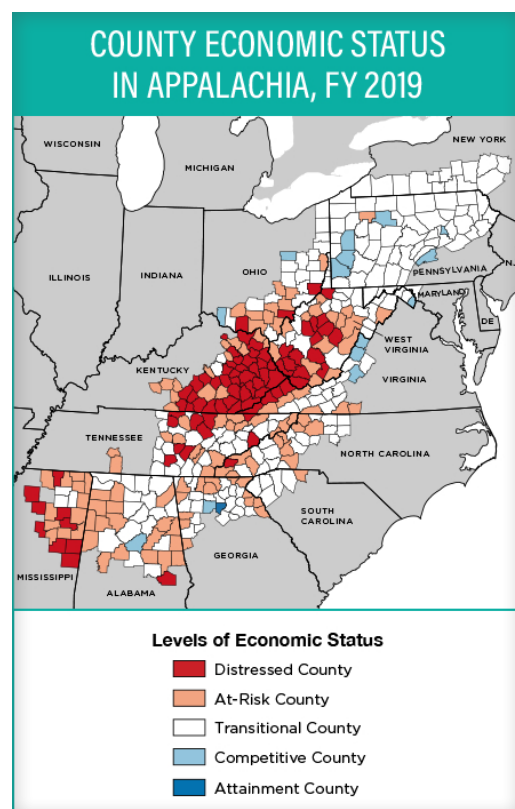
APPALACHIAN REGION 13-state profile:

Fiscal year 2019 (October 1, 2018–September 30, 2019)

In partnership with the states and 73 Local Development Districts, ARC supported **482 projects** in Appalachia totaling **\$176.8 million** in fiscal year 2019. These investments have been matched by **\$246.8 million** and will attract an additional nearly **\$542.6 million** in leveraged private investments in Appalachia. They will also create or retain more than **17,200 jobs**, train and educate over **51,000 students and workers**, and benefit the more than **25 million residents** in Appalachia's **420 counties**.

IMPACT ON DISTRESSED COUNTIES

In Appalachia, **81 counties** were considered economically distressed in fiscal year 2019. **270 projects** totaling **70% of ARC investment dollars** will have a direct impact on these counties.



PROGRAMS AND INITIATIVES

GRANTS

ARC awards grants to projects that address one or more of the five goals identified by ARC in its **2016–2020 Strategic Plan** and that can demonstrate measurable results. Typically, ARC project grants are awarded to state and local agencies and governmental entities (such as economic development authorities), local governing boards (such as county councils), and nonprofit organizations (such as schools and organizations that build low-cost housing).



POWER INITIATIVE

POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) is a congressionally funded initiative that makes federal resources available to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production.

APPALACHIAN LEADERSHIP INSTITUTION

The **Appalachian Leadership Institute** is a comprehensive leadership and economic development training opportunity for people who live and/or work in Appalachia and are passionate about helping their communities thrive. Appalachian Leadership Institute Fellows will participate in an extensive training curriculum developed by the Appalachian Regional Commission in partnership with the University of Tennessee, Knoxville; The Howard H. Baker Jr. Center for Public Policy; Tuskegee University; and Collective Impact.

APPALACHIAN ENTREPRENEURSHIP ACADEMY

The **Appalachian Entrepreneurship Academy (AEA)** is a four-week, all expenses paid, immersive entrepreneurial experience for high school students. Founded by the Appalachian Regional Commission and made possible by the Institute for Educational Leadership, the Academy is a residential summer program for the next generation Appalachian innovators and entrepreneurs. The program focuses on building business planning, product development, and idea modeling skills. The program also offers paid work experience with businesses, startups, and other members of Appalachia's entrepreneurial ecosystem. Attendees are also offered a chance to win seed funding in a team based professional pitch competition.

ARC/ORNL STEM PROGRAM

The ARC/ORNL Summer STEM Program is a residential, hands-on learning experience for Appalachia's **high school and middle school students**, as well as **high school teachers in STEM-related fields**. Hosted by Oak Ridge Associated Universities in Oak Ridge, Tennessee, this program is a gateway to science, technology, engineering and math (STEM) in the Appalachian Region. **Many participants come from economically distressed counties** and often **gain their first exposure to applied science and STEM education through this experience**.

All participants work with award-winning scientists at Oak Ridge National Laboratory, one of the largest U.S. Department of Energy research facilities in the United States. High school and middle school students conduct guided group science, math, and computer science technology research projects, while high school teachers work with science practitioners to develop STEM-related curriculum.

OPPORTUNITY ZONES IN APPALACHIA

The Opportunity Zone Initiative, approved by Congress and led by the President and his Administration, offers tax incentives designed to promote additional private investment in America's cities and towns. Opportunity Zones were created under the *2017 Tax Cuts and Jobs Act*.

As of July 2018, 737 census tracts have been designated as Qualified Opportunity Zones across Appalachia. These eligible tracts are home to over 2.8 million Appalachian residents. Indeed, 8.5 percent of the nation's eligible tracts and 8.1 percent of its eligible population are in the Appalachian Region. ARC's Federal Co-Chair serves on President Trump's White House Opportunity and Revitalization Council.

ARC'S GOALS & DEMONSTRATED RESULTS

ARC invests in activities that address the five goals identified in the Commission's strategic plan:

Goal 1: Economic Opportunities

Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.

Results: ARC has invested nearly \$33.7 million in entrepreneurial and business strategies to strengthen the economy in Appalachia.*

Goal 2: Ready Workforce

Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

Results: ARC has invested nearly \$42.3 million to increase the education, knowledge, skills, and health of Appalachian residents to work and succeed.*

Goal 3: Critical Infrastructure

Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

Results: ARC has invested over \$81.8 million in Appalachia's critical infrastructure development, including broadband, transportation, and water/wastewater systems.*

Goal 4: Natural and Cultural Assets

Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets.

Results: ARC has invested almost \$4.6 million to leverage the economic potential of Appalachia's natural and cultural heritage.*

Goal 5: Leadership and Community Capacity

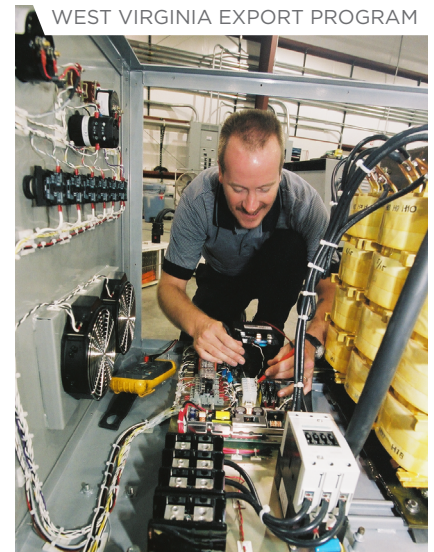
Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

Results: ARC has invested nearly \$14.4 million to build the capacity and skills of Appalachia's current and next-generation leaders and organizations to advance community and economic development.*

**Results represent fiscal year 2019*



GARRETT COUNTY, MD



WEST VIRGINIA EXPORT PROGRAM



DOWNTOWN CUMBERLAND, MD

ORGANIZATIONAL OVERVIEW, SKILLS AND EXPERTISE

OFFICE OF THE EXECUTIVE DIRECTOR

Appalachian Regional Commission (ARC)

The Appalachian Regional Commission (ARC) is a regional economic development agency that represents a partnership of federal, state, and local governments. Established by an act of Congress in 1965, ARC is composed of the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president and confirmed by the Senate. Local participation is provided through multi-county local development districts. ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia.

The Executive Director leads the administrative, programmatic, and fiscal management of ARC ensuring that the organization's structure, budget, and programs support the Commission's strategic investment plan as well as the Executive branch and States' initiatives for the Region. Working with the Federal and States partners, this position manages critical operations that provide development and growth opportunities for communities in the Region and seeks to support continuing development of industries and markets that will provide a self-sustaining economy.

US-23 IN WISE COUNTY, VA



EXECUTIVE DIRECTOR

Salary: Per statute, cannot exceed the maximum SES rate, \$181,500

FLSA: Exempt

Public Trust Background Check Required

2020

MAJOR DUTIES AND RESPONSIBILITIES

Organizational setting

- This position is the top executive in the organization, supervising managers and staff at all levels. This position directs the work of the Commission staff and collaborates with the Federal Co-Chair and States on substantive decisions. As the executive manager of the agency, the incumbent makes final decisions and recommendations impacting major aspects of the ARC mission.

Responsibilities to the Commission

- Reviews and makes recommendations to the Federal Co-Chairman and/or the full Commission on all plans, projects and funding requests submitted by the states. Negotiates compromises in areas where agreement is difficult to reach.
- Consults and advises the Commission on the development of policies and initiatives. Implements and enforces all Commission resolutions and policies. Leads the development of policy and program changes in response to changes in levels of appropriations or other legislated changes.

MAJOR DUTIES AND RESPONSIBILITIES, continued

- Communicates with the States and the Federal Co-Chairman and ensures the most relevant and current information is available to the Federal and States' offices.
- Serves as Secretary to the Commission, ensuring that Commission meetings are recorded and minutes maintained. Ensures maintenance of an official repository of Commission documents. Reports to the Commission at each meeting on the activities of the Commission and its Co-Chairmen's Committee. Prepares annual reports on ARC for submission to the President and the Governors of the member states.
- Performs special projects and other activities as requested or delegated by the Commission or the Co-Chairmen's Committee.
- Exercises discretionary authority to approve the allocation and distribution of funds in the organization's budget.
- Keeps abreast of new Executive orders, legislation, policies or other directives that impact the agency's business services and ensures appropriate and timely adjustments.
- Coordinates on Congressional activity as needed.
- Ensures meaningful opportunity for customer input and feedback and monitors evaluation results of all programs and significant initiatives undertaken by ARC.

Economic and Community Development Program

- Directs a multi-faceted community/economic development program through senior managers, subject matter professionals, technical support staff, and others in areas such as grants management, program evaluation, research, facilitation, etc. Leads a management team to identify opportunities and resolve issues related to the operations of the agency.
- Establishes strategic goals and performance measures for implementation of policy, program management and service delivery aligned with the Commission's mission. Facilitates long-range planning that anticipates future needs and identifies future growth opportunities. Oversees the revision of long-range plans, goals and objectives, including the strategic investment plan, for the work directed.

- Oversees the overall planning, direction, and timely execution of all ARC programs, including development, assignment, and higher-level clearance of goals and objectives for supervisors or managers of subordinate organizational units or lower organizational levels.
- Represents the Commission at conferences, meetings, and other external facing events.

Administrative

- Oversees and provides direction for the planning, development, coordination, implementation and evaluation of all efforts related to administrative functions of the organization including technology, communications, finance, human resources, and business services. Structures the internal organization of the Commission and assigns duties and functions to the staff consistent with strategic goals/plans, agency priorities, and exigencies of public service. Delegates authority to appropriate levels to maximize efficiency of operations.
- Ensures that policies, guidance, standards, strategies, services and resources are aligned with agency priorities and reflects an understanding of the impact on ARC components and the overall ARC mission, performance goals and resource constraints.
- Ensures that policies, guidance, and management practices are consistent with relevant laws, regulations, policies, mandates or guidance from Federal, State, and local regulatory bodies and others with relevant authority or oversight authority.
- Ensures the organization's information technology infrastructure is efficient, secure and responsive to client's needs.



ARC Teaching Project

MAJOR DUTIES AND RESPONSIBILITIES, continued

- Ensures the organization's communications strategy aligns with its goals and includes engaging, accurate and timely material shared through appropriate platforms.
- Exercises final authority for the full range of personnel actions and organization design proposals recommended by subordinate supervisors. Performs periodic assessments of staffing strategy, including adequacy or needs, training needs, succession planning readiness, employment practices, compensation, and management effectiveness in supporting and enforcing critical aspects of human resources management.
- Promotes principles of Equal Opportunity Employment, including pay parity.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED BY THE POSITION

- Demonstrated executive level management experience in the public or private sector, which includes the ability to lead programmatic as well as human, financial, communications, and information technology resources strategically.
- Ability to effectively represent the Commission's needs at the highest levels of Federal, state and local governments.
- Creativity, versatility and experience in developing and implementing major policies and programs.
- Ability to function in a politically sensitive environment.
- Effective interpersonal skills including the ability to deal effectively with people from all walks of life, from elected officials at the Federal level to members and residents and officials of Appalachian communities.
- Understanding of the Federal budget and Congressional appropriation process.
- Ability to create an environment in which innovation and continual learning is encouraged.
- Commitment to staff development, affirmative action and cultural diversity.

- Skills in public speaking, writing and public relations.
- Integrity/Honesty
- Public Service Motivation
- Demonstrated experience and knowledge in applying laws, regulations, executive orders and other directives governing the agency program areas.
- Knowledge of the organization, mission, and functions of the Appalachian Regional Commission, and understanding of how component organizations, resources, information and processes within the agency influence and impact development and operation of mission-direct, administrative programs and business service delivery. Understanding of economic development in a regional context, preferably the 13 state Appalachian Region.
- Understanding of Appalachian history, culture, resources, and economics, especially in the context of community and economic development.
- Application of principles and practices of team building to create an environment that fosters partnership, innovation and continuous process improvement, and ability to use that knowledge to lead a multifaceted organization and to work with a diverse group of individuals, groups, partners, and stakeholders to achieve mutually agreeable and acceptable solutions to complex and potentially contentious issues with significant impact on agency operations.

ARC COMPETENCIES

- **Leadership (people and strategy)** — ability to manage strategy through successful and timely achievement of goals; guide staff; link mission, vision, values, goals and strategies to outcomes; help others identify goals and use their talents to achieve them; model successful competencies; hold staff accountable to outcomes using positive, developmental and constructive feedback.
- **Adaptability** — ability to accept and apply changes to work processes, information, team; recovers quickly from setbacks and finds alternative ways to reach goals or targets; navigates change through positive communications and supportive actions; ability to adapt to the demands of the position.

ARC COMPETENCIES, continued

- **Communication** — selects appropriate and effective way to communicate to audiences in diverse situations; listens actively and asks questions to understand other perspectives or confirm understanding; awareness of and responsive to verbal and non-verbal communication styles; provides status updates which reduce or eliminate the need for follow up from requester. Verbal and written communication skills sufficient to effectively communicate and collaborate with diverse groups and individuals.
- **Collaboration** — ability to interact and work effectively with others to accomplish goals despite differences, changes, roles or resources; treats others with respect, dignity, and professional courtesy; values the contributions of others through listening, sharing relevant information and considering new ideas; affirmatively shares lessons learned and relevant information.
- **Critical Analysis** — ability to identify, research, analyze, design, manage and communicate data and outcomes sufficiently to various audiences to accomplish work outcomes; develops, recommends, and/or implements innovative and effective approaches to solve problems.
- **Accountability** — makes best use of resources to accomplish work priorities; takes responsibility of balancing quality with deadlines; takes appropriate action(s) to fulfill commitments to others; owns, acknowledges and corrects mistakes; immediately communicates updates and changes to others.

EXECUTIVE CORE QUALIFICATIONS (SES) REQUIRED:

- **ECQ 1—LEADING CHANGE:** Demonstrated ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Ability to establish an organizational vision and to implement it in a continuously changing environment.
Leadership Competencies: Creativity & Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, Vision
- **ECQ 2—LEADING PEOPLE:** Demonstrated ability to lead people toward meeting the organization's vision, mission, and goals. Ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Leadership Competencies: Conflict Management, Leveraging Diversity, Developing Others, Team Building

- **ECQ 3—RESULTS DRIVEN:** Ability to meet organizational goals and customer expectations. Ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Leadership Competencies: Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility

- **ECQ 4—BUSINESS ACUMEN:** Ability to manage human, financial, and information resources strategically.

Leadership Competencies: Financial Management, Human Capital Management, Technology Management

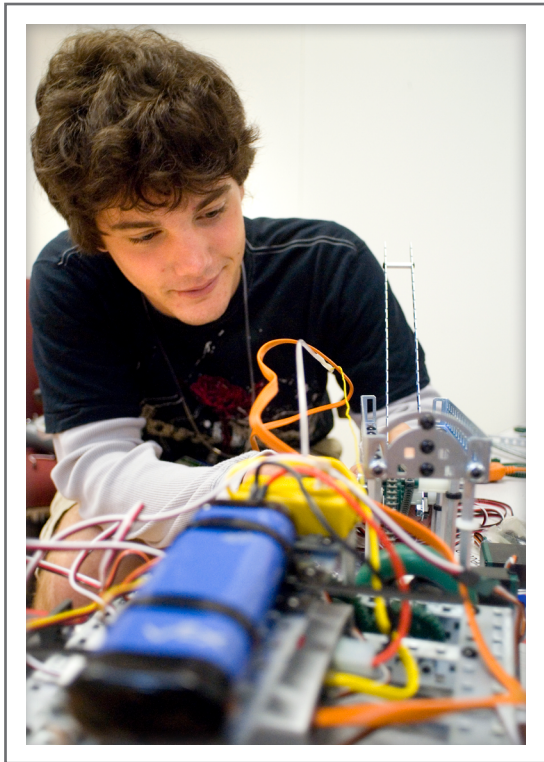
- **ECQ 5—BUILDING COALITIONS:** Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Leadership Competencies: Partnering, Political Savvy, Influencing/Negotiating

WORK CONDITIONS

Typically, the employee sits comfortably to do the work. However, there may be some walking; standing; bending; carrying of light items, such as papers, books, or small parts; or driving an automobile. No special physical demands are required to perform the work. Physical accommodations may be available, as needed. The environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, residences, or commercial vehicles, e.g., use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations and traffic signals. The work area is adequately lighted, heated, and ventilated. Frequent travel (up to 50%) within the thirteen-state Appalachian region is required.

Valid Driver's License required.



Summer STEM Program



**EXECUTIVE
SEARCH
CONSULTANTS**

*Integrity
Knowledge
Service*

APPLICATIONS

Electronic applications should be sent to:

David Smith, dpsmith@hrsinc.com

*Please reference the subject line:
ARC - Executive Director*

APPLICATION DEADLINE:

Close of Business (EST) Tuesday, March 31st.

The Appalachian Regional Commission Search Team:

- **David P. Smith**
President, HRS Inc.
dpsmith@hrsinc.com
- **David N. Ginsburg**
HRS Partner
davidginsburgcincy@gmail.com

ACKNOWLEDGMENTS:

A special thanks to the ARC Communications Team for providing narrative and pictures for this document.